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2 November 1951

MEMORANDUM FOR: DEPUTY DIRECTOR FOR ADMINISTRATION

THROUGH: Director of Training

SUBJECT: Non-Training Activities of TRC

1. Reference is made to a conference on 3 October 1951 in regard to the problem of relieving TRC of certain responsibilities, peripheral to training proper, in order that maximum efforts may be made by the Office to handle the rapidly increasing training load.

2. As a result of this conference, TRC was asked to submit more detailed information regarding its existing and projected problems so that adequate plans might be made to provide increased support from other elements of the Agency. Since the meeting, a survey of problems relating to holding and paramilitary training activities has been undertaken with a view to eliminating some of the obstacles to full and effective use of instructor time in the training program. These particular problems have been presented in attachment "A" of this memorandum for the record only and not for action purposes.

3. Certain other problems which result in diversion of time from training or tend to limit the effectiveness of training are presented in detail in attachment "B". These are presented under three general headings of TRC activities, namely: [REDACTED] 25X1A6a
Special Projects, and Training Materials. Within each of these categories individual problems are presented separately under headings relating to CIA activities outside the Office of Training. Three copies have been submitted in order to facilitate any reference of these problems to other offices of the Agency as required.

4. It is re-emphasized that many of these problems relate to responsibilities with which TRC has been charged by mission or individual projects. Therefore, the purpose of this memorandum is to seek support of training activities on a broader scale than that requested or needed in the past in order that TRC may in the future be divorced from those responsibilities of a non-instructional type.

Current No. 007 260

NO CHANGE

11 NOV 1951

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Editor 100-100001-7

[REDACTED] 25X1A9a
Assistant Director of Training (Covert)

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PROGRAM

ADMINISTRATIVE - Branch Orientation

General: Inadequate comprehension on the part of branch personnel regarding the exact nature of the training given in the [REDACTED] program, and the abilities and skills of the graduates thereof. 25X1A14a

Specific: Upon completion of training many of the students were dismayed by the lack of knowledge their respective branches had regarding the exact nature of their training, the types of projects to which they were to be assigned, and in some cases even the names of the students assigned to them. In addition, many of them felt that their branches not only did not know very much about them, but, had little interest.

25X1A14a A factor affecting the morale of the [REDACTED] personnel since their return from training has been the attitude commonly expressed in their branches that graduates of the program are "muscle-men," "bomb-throwers," "jumpers," and members of the "wheelbarrow brigade." Seemingly, branch personnel frequently consider them fit only for work requiring brawn and brute force and do not regard the graduates of the program as being capable of handling assignments calling for intelligent staff planning. As a consequence, many of the [REDACTED] students feel they are not really important cogs in the intelligence machinery and have been recruited on a false basis. 25X1A14a

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25X1A14a

PROGRAM

ADMINISTRATIVE - Draft Eligibility

General: Confusion on the part of draft-eligible students regarding their exact status with respect to the military.

Specific: The question of draft status has aroused considerable anxiety on the part of students. Many are beginning to realize that they are only delaying the inevitable inasmuch as employment with the Agency does not constitute military service. There is a feeling that the best thing they can do now is to resign from the Agency, try to get a military commission and get their military service out of the way. At present, they feel they may serve in the Agency for a number of years and then, when they decide to resign or the Agency terminates their employment, find themselves drafted as privates at a relatively mature age.

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PROGRAM

RECRUITMENT - Urgency

General: "Hurry up and wait" nature of original reporting to Washington.

Specific: Many individuals were ordered to report to Washington immediately and, after hurriedly settling their personal affairs, arrived here, only to be placed in a pool for periods of several weeks or months with little or nothing to do.

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PROGRAM

RECRUITMENT - Briefing

General: Inadequate briefing at time of original contact regarding cover, and nature of training and future assignment.

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Specific: Individuals were recruited for the [REDACTED] program, in many cases, without adequate briefing regarding the type of work to which they were to be assigned. Jump training was euphemistically discussed in terms of "possible emergencies" and many of the students had no idea they were going to undertake full jump school training. Although they did not resent the training, they did resent the misrepresentation at the time of original recruitment.

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At the time of original recruitment few, if any, of the students were instructed not to tell their families and friends they were going to work for the Agency, and by the time they were supplied with a cover story their acquaintances were already informed of their true status making cover exceedingly difficult, if not impossible.

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PROGRAM

ADMINISTRATIVE - Mail

General: Slow handling of personal mail and apparent censorship without adequate explanation.

Specific: The handling of personal mail during the training period at [REDACTED] was criticized by most of the students from the standpoint of delay in forwarding letters and telegrams. In addition, several letters came through that had been opened and re-sealed with Scotch tape suggesting some form of crude censorship although the students had been informed that none would be exercised with respect to their personal correspondence.

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PROGRAM

ADMINISTRATIVE - Pay

General: Confused nature of pay situation regarding overtime, per diem, payment of salaries, and explanation of size of checks.

Specific: Pay is confused with many students getting their checks late, or not at all, unless they institute personal action. Many students are in ignorance regarding whether or not they are receiving per diem, their status with respect to overtime pay, and the exact basis upon which their checks are computed.

The problem of who receives per diem and who does not has still not been settled adequately in the minds of the students, particularly those who resided in the Washington area prior to recruitment and consequently are ineligible for per diem payments.

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TRAINING

ADMINISTRATIVE - Holding

General: Inadequate planning of pool activities of students awaiting formal training.

Specific: During the period for the time spent in pool prior to training, many of the students felt that little real thought had been given to planning their work activities. Being recruited in many cases on an ideological basis, they felt a real need to make contribution and resented sitting idly drawing their pay, or doing "made" work then they could have been preparing themselves for their projected assignments.

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25X1A14a

PROGRAM

ADMINISTRATIVE - Future Assignments

General: Inadequate orientation of the students with respect to their future assignments.

Specific: The students feel a real need for orientation by their respective branches prior to, during, and after training regarding the exact nature of their future assignments and the steps they can take to prepare themselves more adequately, outside of the formal training program, to cope with the problems with which they may be confronted.

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PROGRAM

ADMINISTRATIVE - Non-graduates

General: Personnel disposition of students voluntarily dropping out of [REDACTED] training program. 25X1A1

Specific: Probably the major factor affecting the morale of the students in [REDACTED] training is the personnel disposition of individuals who resign from the program. It is generally felt that a way to get ahead in the Agency is to drop out of [REDACTED] training and return to staff duty with OPC. True or not, the graduates of the [REDACTED] program feel that the students who drop out are promoted more rapidly than those who remain, that the drop-outs are in a better position from the standpoint of a career in the Agency, are more likely to go overseas in a staff and planning capacity, and are, in general, considered by their branches to be as highly qualified as the students who complete the full [REDACTED] training cycle.

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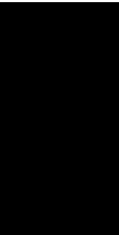
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B

25X1A6a



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25X1A6a



ADMINISTRATION - Security and Military Personnel

General: Security considerations require 24 hour guard and patrol of the entire [REDACTED] area.

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Specific: Guards are now being provided by special arrangement with [REDACTED]. However, the arrangement expires 31 December 1951 and the permanent military guard requested must be on duty 1 January 1952 or I&SS should be prepared to establish temporary security protection at the site.

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(Project Officer - [REDACTED]
Ext. 3736)

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[REDACTED] 25X1A6a

ADMINISTRATION - Construction

General: Projected [REDACTED] training requirements 25X1A14a
of OPC are such that a field installation
of sufficient size to handle 300 trainees
must be available to TRC by 7 January 1952. 25X1A6a

Specific: Unit #3 of [REDACTED] must be available on 25X1A6a
or about 7 January 1952 or TRC will require
temporary space in the D.C. area to hold 100
trainees (in addition to the present holding
load) until such time as they can be moved to
[REDACTED] 25X1A6a

(Project Officer - [REDACTED] 25X1A9a
Ext. 3736)

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25X1A6a

ADMINISTRATION - Instructor Housing

General: In order to provide training at [REDACTED] instructor and administrative staffs (preferably with their families) must move to the site or the contiguous area.

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Specific: There are individual dwellings on the site sufficient to accommodate approximately 22 families and 6 bachelors. In order that training can be started early in January these dwellings should be renovated and made suitable for occupancy by 15 Dec. 1951. Also, additional housing within reasonable commuting distance must be located for 60 additional instructors and staff personnel and their families by May-June 1952. At present, there are practically no houses available for rent in the area. (A complete study of the housing problem is now being prepared by TRC)

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(Project Officer - [REDACTED], ext. 3736)

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Special Projects

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Special Projects

ADMINISTRATION - Management of Training Sites

General: In the past, TRC has been given full responsibility for the administration and support of special training areas required in connection with special projects developed by OSO and OPC. TRC seeks relief from these management responsibilities as an increasing amount of instructor time is being devoted to such non-training activities.

Specific: The following specific problems exist at this time:

Project Officers:

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a. Administration and support of the [REDACTED] site. A senior instructor of TRC is now the resident manager of this site. 25X1A

b. Acquisition, administration and support of safehouses in the Washington area. These problems are now being handled by instructors of the [REDACTED] 25X1A

c. The PRC recently approved in principal further development of the [REDACTED] program and investigation of possibilities for leasing the [REDACTED] site. The following problems in connection with this project are believed to be Agency problems and TRC requests that they be assigned to an Agency office other than the Office of Training: 25X1A20

* (1) Negotiations with representatives of the owners regarding a lease.

(2) Development and implementation of plans for improvements and additions to the area and for logistic support.

(3) Responsibility for the administration and operation of the site.

(4) Development and implementation of a plan for transportation facilities between the site, the nearest mainland point and D.C.

* TR(C) NOW CHARGED WITH PRELIMINARY STEPS
Rock

Special Projects

INSPECTION AND SECURITY - Security at [REDACTED]

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General: In the event [REDACTED] site is acquired 25X1A2d2
for [REDACTED] training, a special and impor-25X1A2d2
tant security problem will exist which TRC
is not staffed to handle.

Specific: Upon acquisition of the site by lease, a
comprehensive plan for security of the in-
stallation must be developed and imple-
mented. Also, security regulations to be
followed by all personnel in residence must
be established.

(Project Officer [REDACTED] Ext.3736 25X1A2d2

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Special Projects

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Specific: The PRC requires that clearance be obtained from the [REDACTED] Government for conduct of training by this Agency at [REDACTED]. TRC requests that the proper liaison officer(s) negotiate such clearance in accordance with the Cover Plan now being developed by TRC.

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(Project Officer [REDACTED] Ext. 3736) 25X1A9a

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TRAINING MATERIALS

GRAPHICS REGISTER/OCD - Procurement of Films

General: TRC is greatly in need of increased support and assistance in the procurement of films of various types for use in existing courses of instruction.

Specific: For over one year, TRC has attempted to solve the problem of procuring and screening OSS films many of which, it is believed, would be valuable in training.

a. Most of these films are in a repository in the Signal Corp Photographic Center, Long Island, N. Y. No record of titles and contents of films has been located.

b. Several requests have been made to secure OSS films covering [REDACTED] subjects, although Agency personnel have not been available to locate, screen and index these prints.

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Specific: Particular difficulties have been encountered in the procurement of loan copies of films from the Air Force. TRC has been advised that the Air Force "does not cooperate very well" with the Agency in this matter.

Specific: TRC has the responsibility of supporting certain overseas projects. Previous requests covering films for use overseas have only been partially filled as of this date.

(For further details call [REDACTED]
Extension 3096)

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TRAINING MATERIALS

GRAPHICS REGISTER/OCD - Procurement of Aerial Photographs

General: Aerial photographs are needed in various phases of training, although TRC has been unable to obtain all types and quantities required.

Specific: A request was placed in May for vertical and oblique aerial photographs within the
25X1A6a [REDACTED] quadrangle. No progress was made in filling this request and in October TRC obtained lithograph prints of the area as a replacement. These are considered by instructors to be much less desirable for training purposes.

25X1A9a (For details call [REDACTED] Ext.3096)

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TRAINING MATERIALS

Administration - Procurement

General: In order to increase the effectiveness of instruction, it is of the utmost importance to acquire many types of training aids and other training support materials, from inside and outside the Agency. Requests made for certain types of aids several months ago remain unfilled.

Specific: a. Requests made in May and June of 1951 for standard training aids and models produced by the military services have not been filled.

b. A request to secure cooperation of the Training Aids Production Shops of the Military Services for the production of specialized models required in the TR(C) activities has not been filled. The Chief, Procurement Division, is now investigating this problem.

(For details call [REDACTED] Ext. 3096)

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